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August 4, 2016

To: Supervisor Hilda L. Solis, Chair  
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From: Philip L. Browning  
Director

**BOURNE, INC. GROUP HOME QUALITY ASSURANCE REVIEW**

The Department of Children and Family Services (DCFS) Out-of-Home Care Management Division (OHCMD) conducted a Quality Assurance Review (QAR) of Bourne, Inc. Group Home (the Group Home) in January 2016. The Group Home is a Rate Classification Level 10 and has two sites located in the Fifth Supervisorial District. The Group Home provides services to the County of Los Angeles DCFS placed children and Probation youth. According to the Group Home's Program Statement, its stated purpose is, "to operate 'house model' group homes that provide protective physical environments for children with emotional and physical problems, sibling groups, probation-supervised youth, parenting teens and youth transitioning to independent living."

The QAR looked at the status of the placed children's safety, permanency and well-being during the most recent 30 days and the Group Home's practices and services over the most recent 90 days. The Group Home scored at or above the minimum acceptable score in 8 of 9 focus areas: Permanency, Placement Stability, Visitation, Engagement, Service Needs, Assessment & Linkages, Teamwork, and Tracking & Adjustment. OHCMD noted opportunities for improved performance in the focus area of Safety.

In March 2016, the OHCMD Quality Assurance Reviewer met with the Group Home to discuss the results of the QAR and to provide the Group Home with technical support addressing methods for improvement in the area of Safety. The Group Home provided the attached approved Quality Improvement Plan (QIP) addressing the recommendations noted in this report.

*"To Enrich Lives Through Effective and Caring Service"*

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If you have any questions, your staff may contact me or Aldo Marin, Board Relations Manager, at (213) 351-5530.

PLB:KR:KDR:rds

#### Attachments

c: Sachi A. Hamai, Chief Executive Officer  
John Naimo, Auditor-Controller  
Public Information Office  
Audit Committee  
Calvin C. Remington, Interim Probation Chief  
Timothy Tucker, Executive Director, Bourne, Inc. Group Home  
Lajuannah Hills, Regional Manager, Community Care Licensing Division  
Lenora Scott, Regional Manager, Community Care Licensing Division

**BOURNE, INC. GROUP HOME  
QUALITY ASSURANCE REVIEW (QAR)  
FISCAL YEAR 2015-2016**

**SCOPE OF REVIEW**

The Out-of-Home Care Management Division (OHCMD) conducted a Quality Assurance Review (QAR) of Bourne, Inc. Group Home (the Group Home) in January 2016. The purpose of the QAR is to assess the Group Home's service delivery and to ensure that the Group Home is providing children with quality care and services in a safe environment, which includes physical care, social and emotional support, education and workforce readiness and other services to protect and enhance their growth and development.

The QAR is an in-depth case review and interview process designed to assess how children and their families are benefiting from services received and how well the services are working. The QAR utilizes a six-point rating scale as a *yardstick* for measuring the situation observed in specific focus areas. The QAR assessed the following focus areas:

Status Indicators:

- Safety
- Permanency
- Placement Stability
- Visitation

Practice Indicators:

- Engagement
- Service Needs
- Assessment & Linkages
- Teamwork
- Tracking & Adjustment

For Status Indicators, the QAR focuses on the focus child's functioning during the most recent 30 day period and for Practice Indicators, the QAR focuses on the Group Home's service delivery during the most recent 90 day period.

For the purpose of this QAR, interviews were conducted with three focus children, three Department of Children and Family Services (DCFS) Children's Social Workers (CSWs) and three Group Home staff members.

At the time of the QAR, the Group Home served 12 DCFS placed children and no Probation placed youth. The focus children's average number of placements was four, their overall average length of placement was 46 months and their average age was 16. The focus children were randomly selected. None of the focus children were included as part of the sample for the Contract Administration Division's (CAD's) 2015-2016 Contract Compliance Review.

### QAR SCORING

The Group Home received a score for each focus area based on information gathered from on-site visits, agency file reviews, DCFS court reports and updated case plans, and interviews with the Group Home staff, DCFS CSWs, service providers and the focus children. The minimum acceptable score is 6 in the area of Safety and 5 in all remaining areas.

Focus Area	Minimum Acceptable Score	Group Home QAR Score	Group Home QAR Rating
<b>Safety</b> - The degree to which the Group Home staff ensures that the focus children are free of abuse, neglect and exploitation by others in his/her placement and other settings.	6	4 - Fair Safety Status	The focus children have a minimally safe living arrangement with the present caregivers. Protective strategies are at least minimally adequate in reducing risks of harm. The focus children are at least minimally free from danger in other settings.
<b>Permanency</b> - The degree to which the focus children are living with caregivers, who are likely to remain in this role until the focus children reach adulthood, or the focus children are in the process of returning home or transitioning to a permanent home and the focus children, the Group Home staff, caregivers, DCFS CSWs and if applicable, Department of Probation Officers (DPOs) support the plan.	5	5 - Good Status	The focus children have substantial permanence. The focus children live in a family setting that the focus children, Group Home staff and team members have confidence will endure lifelong.

Focus Area	Minimum Acceptable Score	Group Home QAR Score	Group Home QAR Rating
<b>Placement Stability</b> - The degree to which the Group Home staff ensures that the focus children's daily living, learning and work arrangements are stable and free from risk of disruptions. Known risks are being managed to achieve stability and reduce the probability of future disruptions.	5	5 - Good Stability	The focus children have substantial stability in placement and school settings with only planned changes and no more than one disruption in either setting over the past 30 days.
<b>Visitation</b> - The degree to which the Group Home staff support maintaining important connections with significant family members/Non-Related Extended Family Members (NREFMs) through appropriate visitation and other means.	5	5 - Substantially Acceptable Maintenance of Visitation and Connections	Generally effective family connections are being sought for all significant family members/NREFMs through appropriate visits and other connecting strategies. All appropriate family members/NREFMs have regular visits.
<b>Engagement</b> - The degree to which the Group Home staff working with the focus children and their family members/NREFMs and other team members for the purpose of building a genuine, trusting and collaborative working relationship with the ability to concentrate on the focus children's strengths and needs.	5	5 - Good Engagement Efforts	To a strong degree, a rapport has been developed, such that the Group Home staff, DCFS CSWs, DPOs (if applicable) and the focus children feel heard and respected. Reports indicate that good, consistent efforts are being used.

Focus Area	Minimum Acceptable Score	Group Home QAR Score	Group Home QAR Rating
<b>Service Needs</b> - The degree to which the Group Home staff involved with the focus children work toward ensuring the focus children's needs are met and identified services are being implemented and supported and are specifically tailored to meet the focus children's unique needs.	5	5 - Good Supports and Services	A good and substantial array of supports and services substantially matches intervention strategies identified in the focus children's case plans. The services are generally helping the focus children make progress toward planned outcomes.
<b>Assessment &amp; Linkages</b> - The degree to which the Group Home staff involved with the focus children and their family members/NREFMs understand the focus children's strengths, needs, preferences and underlying needs and services provided are regularly assessed to ensure progress is being made toward case plan goals.	5	5 - Good Assessment and Understanding	The focus children's functioning and support systems are generally understood. Information necessary to understand the focus children's strengths, needs and preferences is frequently updated.
<b>Teamwork</b> - The degree to which the "right people" for the focus children and their family members/NREFMs, have formed a working team that meets, talks and/or makes plans together.	5	5 - Good Teamwork	The team contains most of the important supporters and decision-makers in the focus children's lives, including informal supports. The team has formed a good, dependable working system that meets, talks and/or plans together.

Focus Area	Minimum Acceptable Score	Group Home QAR Score	Group Home QAR Rating
<b>Tracking &amp; Adjustment -</b> The degree to which the Group Home staff involved with the focus children and their family members/NREFMs are carefully tracking the progress that the focus children are making, changing family circumstances, attainment of goals and planned outcomes.	5	5 - Good Tracking and Adjustment Process	Intervention strategies, supports and services being provided to the focus children are generally responsive to changing conditions. Frequent monitoring, tracking and communication of the focus children's status is occurring.

OHCMD conducted the last QAR of the Group Home in March 2015 and noted an opportunity for improvement in the focus areas of Engagement and Teamwork. In August 2015, the Quality Assurance Reviewer met with the Group Home to discuss the results of the QAR and to provide the Group Home with technical support to address methods for improvement in these two areas. Based on the information below, it appears that the Group Home showed improvement in the areas of Engagement and Teamwork. However, the OHCMD noted an opportunity for improvement in the area of Safety on their 2015-2016 QAR.

**STATUS INDICATORS**  
(Measured over last 30 days)

Status Indicators	Safety	Permanency	Placement Stability	Visitation
<b>2014-2015 Scores</b>	6	5	5	5
<b>2015-2016 Scores</b>	4	5	5	5

In the area of Safety, OHCMD found that there was an opportunity for improvement, as the Group Home scored below the minimum acceptable score due to a child safety concern. Although two of the focus children stated the Group Home staff makes them feel safe and there was always supervision, one of the focus children reported that two Group Home child care workers make him feel unsafe and that he felt uncomfortable due to the Group Home child care workers using derogatory language toward him. The focus child also stated that one of the Group Home child care workers grabbed him by the neck and shoulder as a form of discipline. The Quality Assurance Reviewer reported the incident to the Child Protection Hotline, and a referral was generated. The DCFS Emergency Response CSW investigated the allegations of emotional abuse, physical abuse and general neglect, and the allegations were deemed inconclusive. The OHCMD Out-of-Home Care Investigations Section was assigned this referral to conduct a supplemental investigation. As a result of the ER and OHCIS findings, OHCIS recommended that the Group Home submit a Corrective Action Plan which would address the involved Group Home staff member obtaining training on Personal

Rights of placed children, as well as Crisis Intervention training. The Quality Assurance Reviewer also reported the child safety concerns to the Group Home Executive Director. The Group Home Executive Director addressed the allegations with the child care workers involved; which lead to one of the Group Home child care worker's resignation in lieu of termination. Additionally, the Group Home Executive Director reviewed the Group Home's No Tolerance: Child Abuse Performance Policy with all staff members and has been providing the Group Home staff with monthly training on appropriate staff interactions with the placed children and identifying child safety concerns to ensure that all placed children are free from harm.

In the areas of Permanency, Placement Stability and Visitation the Group Home maintains good quality services and stability to the focus children. The Group Home continues to assist the focus children in reaching their permanency goals and establishing a stable placement by providing counseling services, assisting in maintaining family connections and supporting visitation by providing transportation. The focus children all reported visiting with family members. One focus child shared that he also had visits with his Court Appointed Special Advocate (CASA). The Group Home supports the focus children in working toward achieving their permanency goals of Planned Permanent Living Arrangement. The focus children reported that the Group Home is meeting their needs. The Group Home staff teaches the focus children daily self-care and independent living skills, such as cooking, cleaning and riding public transportation, which promotes self-sufficiency. The focus children have established positive relationships with key adult supporters, such as the Group Home staff.

**PRACTICE INDICATORS**  
*(Measured over last 90 days)*

<b>Practice Indicators</b>	<b>Engagement</b>	<b>Service Needs</b>	<b>Assessment &amp; Linkages</b>	<b>Teamwork</b>	<b>Tracking &amp; Adjustment</b>
<b>2014-2015 Scores</b>	4	5	5	4	5
<b>2015-2016 Scores</b>	5	5	5	5	5

In the areas of Engagement and Teamwork, OHCMD found that the Group Home had implemented the 2014-2015 Quality Improvement Plan (QIP) to ensure Group Home staff contact the DCFS CSWs monthly to provide information regarding placed children's progress, as well as to obtain the DCFS CSWs' input and feedback regarding the placed children's treatment plan and services being provided. In addition, the Group Home has begun conducting weekly team meetings with the focus children to give them an opportunity to express any concerns. The Group Home staff also ensured that the focus children's DCFS CSWs were invited to quarterly meetings. The DCFS CSWs and focus children reported that the Group Home involves most of the important supporters in the focus children's lives and in the planning and assessment of the focus children's needs. The Group Home staff reported that they are included in weekly meetings which also include the Group Home therapist, the Group Home administrators and director; they work together to evaluate the needs of the placed children. In addition, the Group Home staff reported that the treatment teams also



meet on a quarterly basis, or more often as needed, and that the focus children, their DCFS CSWs, therapist, Group Home staff, CASA, and family members and/or NREFMs participate in the team meetings. The focus children stated they are active participants of the team and are included in team meetings. The DCFS CSWs also reported that they are included in discussions and team meetings regarding the well-being of the focus children.

In the areas of Service Needs, Assessment & Linkages, and Tracking & Adjustment, the Group Home continues to make good efforts to engage the focus children and key people in decisions that are being made on behalf of the focus children. The focus children reported that they have a good connection with the Group Home staff. There continues to be a good array of services available to the focus children, as the Group Home provides counseling, substance abuse awareness and tutoring on site. The Group Home also ensures the focus children attend school and perform well academically. Intervention strategies identified in the case plan and Needs and Services Plans (NSPs) match the services provided to the focus children. The Group Home administrators and the Group Home staff review the focus children's status on a daily basis. The Group Home staff review staff notes and documentation between shift changes and meet weekly to discuss ongoing progress of all placed children. In addition, the DCFS CSWs reported that the Group Home staff maintains regular contact, involves them in discussions regarding the progress and status of the focus children and in the adjustments to the focus children's treatment goals, when necessary. The DCFS CSWs had no concerns regarding the services provided by the Group Home.

#### **NEXT STEPS TO SUSTAIN SUCCESS AND OVERCOME CURRENT CHALLENGES**

In March 2016, the OHCMD provided the Group Home with technical support related to the 2015-2016 Contract Compliance Review findings in the areas of Licensure/Contract Requirement, Maintenance of Required Documentation and Service Delivery, and Personal Rights and Social/Emotional Well-Being. Technical support was provided on how the Group Home can prevent Community Care Licensing citations, address and prevent personal rights violations and ensure that the NSPs are comprehensive.

In March 2016, the Quality Assurance Reviewer met with the Group Home to discuss the results of the QAR and to provide the Group Home with technical support addressing methods on improving in the area of Safety. The Group Home submitted the attached QIP. OHCMD Quality Assurance staff will continue to provide ongoing technical support, training and consultation to assist the Group Home in implementing their QIP.

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*"Making a Difference"*

April 18, 2016

Department of Children and Family Services  
Out of Home Care Management Division  
FFA & Group Home Quality Assurance Section  
9320 Telstar Avenue, Suite 216  
El Monte, CA 91731

**QUALITY IMPROVEMENT PLAN (QIP) FOR QUALITY ASSURANCE REVIEW  
(QAR) CONDUCTED JANUARY 2016**

In January 2016, the Out-of-Home Care Management Division (OHCMD) conducted a Quality Assurance Review (QAR) of Bourne Inc. Group Homes. OHCMD found that there was a decline in the area of safety. Bourne Inc. received a score of 4 out of 6 in the area of safety. Although two of the focus children stated that the Group Home care staff makes them feel safe and that there was always supervision, one of the focus children reported that two of the Group Home child care workers make him feel unsafe. The focus child further reported that he felt uncomfortable due to the Group Home child care workers using derogatory language toward the child. The focus child also stated that one of the Group Home child care workers grabbed his neck and shoulder as a form of discipline. OHCMD called the Child Protection Hotline and a referral was generated. The referral was investigated for allegations of emotional abuse, physical abuse and general neglect and was closed as inconclusive by Emergency Response. Community Care Licensing also investigated the incident and found the allegations to be inconclusive. OHCMD addressed the allegations with the Group Home Executive Director. The Executive Director addressed the allegations with the Group Home child care workers and one of the staff resigned from working at the Group Home.

The following Quality Improvement Plan has been implemented to improve Bourne Inc.'s quality of care in regards to safety.

Bourne Inc. Group Home has implemented a "Request/Concern" Suggestion Box for clients to submit requests, and or concerns ranging from personal rights violations, complaints about staff, complaints about peers, complaints about food, hygiene supply requests, outing requests, etc. The submissions will be gathered each Monday morning, reviewed by the administrator and administration staff and discussed at the Monday morning group meeting, which is held before clients go to school. Client's will have the

opportunity to submit their request or concerns either naming themselves or anonymously. Depending on the nature of the submission it will be discussed as a group or in private.

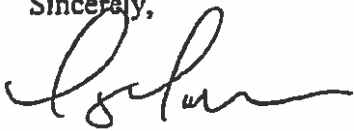
Prior to this review, Bourne Inc. was utilizing one Facility Manager who would float between both houses and an on-call supervisor who would respond in the event of an emergency. This practice was found to be ineffective. Moving forward, Bourne Inc. has designated a Facility Manager on each shift to maintain structure & accountability throughout the shift, as well as, designated a supervisor to provide support daily during the afternoon/evening hours. The supervisor will report any safety observation concerns immediately to the Administrator, and the staff/client in question will be called in to discuss the matter.

Bourne Inc. Group Home will also continue to conduct monthly trainings with all staff in regards to ensuring that all children placed within the group home are free from abuse, neglect and exploitation.

During the monthly training held on April 16, 2016, Bourne Inc.'s "No Tolerance: Child Abuse Performance Policy" was revisited and re-signed by all staff. This training consisted of Bourne Inc.'s Staff Program Model, Recognizing Verbal Abuse and Recognizing Physical Abuse. Additional training was also given on "How to Recognize Dangerous/Self Harming Behaviors."

If you have any questions, please contact me on 626.797.9196 office or 626.786.1056 cell.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Tucker', written over a horizontal line.

Tim Tucker  
Executive Director